



MERCURI INTERNATIONAL SALES EXCELLENCE STUDY 2012

A Mercuri International White Paper

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This white paper provides details of several findings from Mercuri International's Sales Excellence study 2012.



About the study

Mercuri International's Sales Excellence 2012 global survey indicates how top performing companies optimise sales. The survey is based on interviews with 1,150 sales executives in 23 countries, with 15 industries represented. The report, conducted in July and August 2012, is the second of its kind. The first was published in 2006.

Selling is Teamwork

The report shows that "teamwork sales" have substantially grown in importance since the 2006 survey. Top performing companies are twice as likely as poor performers to concentrate both internal and external resources on customers, with greater role

flexibility and delegation being critical determinants for success.

Today, it is critical for sales departments to concentrate all resources of the company on customers, in cooperation with other departments. According to the survey, successful companies are twice as likely to have achieved this compared to less successful ones. Top sales people need to be able to delegate and no longer be the sole client contact. The survey suggests that sophisticated and customised value-added positioning can only be implemented in this way.

Process Orientation in Sales

70% of successful companies have detailed sales processes and structures.

While process-oriented behaviour in production and management has long been standard, the survey shows that sales work is now also becoming more systematic. More than 70 per cent of successful companies have sales processes defined in detail, with KPI instruments, sales requirements and adapted training modules for each step of their sales processes.

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Successful companies now implement structured and traceable workflow systems. Only 30 per cent of less successful companies do this.

Education, education, education

Further review of the data suggests that traditional two-day classroom-based sales training is no longer sufficient to deliver improved results. The most successful companies – 54 per cent of the leading companies compared to just 19 per cent of the least successful – establish complete, individual learning paths that allow participants to develop their individual skill sets across several media over longer periods of time. These companies also methodically monitor skill development.

54% of successful companies have established learning paths for sales people.

Listening to the Customer

The report also highlights the importance of closely monitoring customer sentiment, with 76 per cent of successful companies conducting official annual customer surveys. For less successful companies, this proportion falls to 40 per cent.

More about the Study

In the survey, respondents were asked to agree or disagree, on a scale from 1 to 7, to statements on a series of subjects. The answers of the top performers were then compared with those of the lowest performers, with the greatest difference being the Top 10 Sales Excellence drivers.

10 most important drivers for Sales Excellence

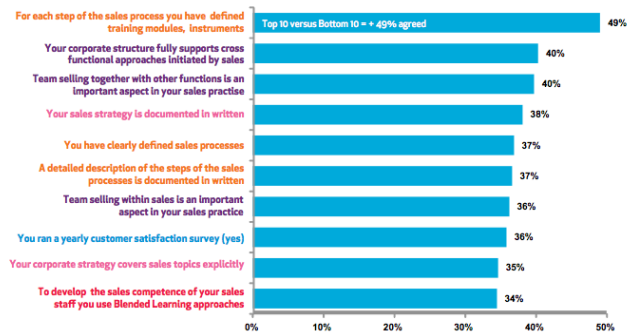


Illustration: To which extent do you agree the following statements (top 2 boxes out of seven), n=1150

The report explores several areas, including companies’ internal corporate culture, sales management leadership and the extent to which, and how, sales processes are organised.

Industry sectors surveyed in the report include finance, mineral resources, chemicals, pharmaceuticals, construction, consumer goods, engineering, manufacturing, media, medical technology, software, technology, telecommunication, transportation/logistics and utilities.

“The survey clearly shows what it takes to maximize your sales, grow your market share and stay at the top of your segment.”
 Ola Strömberg, CEO Mercuri International

